



# Wisconsin Health Care Workforce Annual Report

*Grow Wisconsin Initiative*

August 2005



State of Wisconsin  
Department of Workforce Development



## Contributions

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## A Message from the Secretary

The Wisconsin Department of Workforce Development (DWD) is the state agency charged with building and strengthening Wisconsin's workforce in the 21st century and beyond.

The programs and services of DWD significantly impact the lives of Wisconsin citizens. We are here to assist Wisconsin businesses, workers and families achieve their maximum potential in the workforce and share in a healthy Wisconsin economy.

We bring together employers who are looking for skilled workers and workers who want to find family-supporting jobs. We partner with our vast resources here in the state -- our fine K-12 schools, our technical colleges and our public and private universities and colleges -- to develop superior workers with quality skills necessary for our high demand occupations.

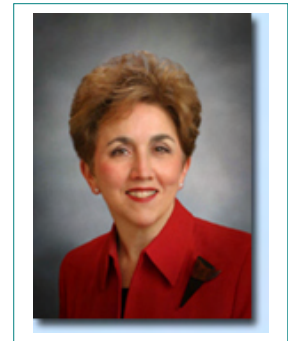
Under Governor Doyle's leadership, we have also embraced the challenge to *Grow Wisconsin* with a special focus on industries that will face worker shortages in the coming decades. Like other states in the nation, Wisconsin will soon face growing shortages in the health care field, from physicians and nurses to radiology technicians and long term care workers. One of our department's top priorities is to focus on the health care workforce shortage and how we can better manage this issue before it becomes a crisis in our state. How we prepare for this now will impact on the quality of the health care that will be available for our families in the future.

To meet this challenge, in the spring of 2003, I convened the Select Committee on Health Care Workforce Development. The committee is comprised of leaders from the health care industry, educational institutions, labor, and state government to identify and help implement top priority, immediate, and longer-term strategies for addressing the health care worker shortages in Wisconsin. The committee membership list is included in this report.

This report is the first in a series of reports that DWD will issue annually to address one of the Governor's *Grow Wisconsin* Initiatives -- promoting the health care industry workforce. It highlights a number of efforts already underway and the Select Committee's focus areas.

I look forward to working with all health care providers, educational leaders, labor, and other state and local agencies and others interested in this challenge. Together we can better link our workers to high-demand health care occupations, our health care providers with skilled health care workers, and join forces with our educational institutions to meet the growing need for quality education and training to produce Wisconsin's qualified health care workers of the future.

Best regards,



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## I. Introduction



*"Today, one of the most pressing issues facing our health care system is the shortage of health care workers. From lab technicians, to nurses, to pharmacy technologists, to rural and urban physicians, the demand for our health care workers is increasing just as more and more of our workers reach retirement age and leave the workforce. We cannot afford to have our hospitals short-staffed or our health care professionals to be working triple shifts. We must address this shortage and ensure that all of our citizens have access to quality health care."*

**-Governor Jim Doyle**

As Governor Doyle eloquently states, Wisconsin is facing a health care workforce shortage and we are not alone in our struggles to meet these challenges. This trend is shared nationally and several factors contribute to this:

1. Record number of baby boomers retiring from the labor force coupled with their increasing need and usage of health care services as they age;
2. Inadequate supply of new and replacement workers entering the workforce due to lower birth rates;
3. Too few instructors teaching the multitude of students vying for education and training in high growth/demand health care occupations; and
4. Lack of access to clinical sites providing crucial learning environments and opportunities for gaining competency in the chosen health care fields.

Unless we focus our attention and develop strategies and partnerships to address them, the challenges we are facing could become a monumental crisis in the near future.

This report highlights what we know about future demand and what various Wisconsin health care organizations and our public and private educational institutions are doing to address the challenges. The report illustrates:

- What we know about the expected growth in the health care field and the related projections for occupation demand.
- The graduation numbers for students in key health care fields.
- Many statewide and regional innovative approaches currently being taken to address the shortage.
- Focus areas identified by the Select Committee on Health Care Workforce Development.

So how do we channel our efforts to maximize our resources and address these issues in the most effective ways?



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## II. Focus Areas of the Select Committee on Health Care

*"Finding a viable, long-lasting solution to ensuring an adequate health care workforce will require collaboration among health care providers, educators at all levels, university and technical college administrators, and state government officials." -Wisconsin Hospital Association 2004 Hospital Workforce Report*

The Health Care Workforce Shortage is neither one entity's responsibility nor one entity's problem. Solutions will only come from the health care field partners joining forces to address and strategize in solving them. The Select Committee on Health Care Workforce Development has been working on the following key focus areas and will continue their efforts on identifying and implementing specific strategies to address them.

### **Recruitment and Retention**

- 1) Increase diversity in the health care occupations to represent the changing demographics and better serve individuals with varying cultural needs;
- 2) Foster more exposure to youth into health care occupations by promoting and introducing them to various opportunities in the K-12 system;
- 3) Recruit and retain health care workers and faculty by developing and/or expanding more fast-track educational opportunities;

### **Educational Capacity**

- 4) To address faculty shortages, develop strategies such as alternative credentialing of health care educators, increased capacity in graduate degree programs; partnering with industry to use graduate degreed professionals as part-time instructors;
- 5) Ensure adequate clinical sites with such strategies as a direct letter from the Governor to hospitals, clinics, nursing homes to enlist their involvement; increasing flexibility with 24/7 clinical sites; and developing a statewide database of clinical sites;
- 6) Develop better data about the demand to ensure adequate funding and planning by; systematic collection of statewide health care workforce data, improved management of waiting lists; consistent definition of health care workforce occupations, and continued movement toward standard curricula across state educational programs;
- 7) Recognize the role that private colleges play in educating health care workers, (i.e., over 50% of the state's four-year nursing grads) and enlist their involvement in developing solutions;
- 8) Encourage the formation of regional health care consortia to bring providers, educators, and workforce entities together to identify needs and solutions;

### **Workplace Issues**

- 9) Retain experienced health care workers in the workforce longer by providing safer work environments by supporting the implementation of voluntary no-lifting program in health care settings;
- 10) Address regulatory requirements that reduce direct patient care due to duplicate or unnecessary paperwork; and
- 11) Support efforts to become a health care "employer of choice" through programs such as the WI Forward Award process for continuous improvement and Magnet hospital designation.

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### III. Health Care Employment Projections

In the Department of Workforce Development, information about growth in any industry or occupational field is generated through the efforts of the Office of Economic Advisors (OEA). The OEA helps users interpret labor force data and focus on the issues and trends influencing employment growth in the State of Wisconsin.

Nationally the health care industry is predicted to add nearly 3.5 million new jobs from 2002 to 2012, an increase of 30%. Sixteen percent of all new wage and salary jobs will be in health services according to the U.S. Bureau of Labor Statistics.

The fact that Wisconsin's population will continue to increase its number and share of older residents, particularly as the baby boom generation transitions into their retirement years, supports the need for proactive engagement in answering the state's current and impending labor shortages in health care occupations. Age, alone, is the most significant driver in the projected need for increased health care employment. Currently, one out of every eight Wisconsin residents is 65 years of age or older. By 2020, this figure will become close to one of every six residents. By 2030, it will be one out of every five.<sup>1</sup> Two main impacts of this aging phenomenon in regards to labor shortages are 1) many health care workers are baby boomers (or older) and are retiring and 2) the relative lack of younger workers to replace them is exacerbated by the fact that more health care services will be demanded. In other words, Wisconsin will not only need replacement workers, but will also need more people to fill newly created jobs due to increased demand.

Here in Wisconsin, the total growth forecast in jobs projected by 2012 is expected to increase 13.3% while growth in health care is expected to be 30.3% - or over 10,000 health care jobs EVERY YEAR in the next ten years for both new and replacements jobs.

Wisconsin's industry employment projections forecast that three of the state's ten largest employing industries will be health care related (ambulatory health care services, hospitals, and nursing and residential care facilities) and will employ a combined 350,000 workers by 2012. These three industries will have added 82,500 jobs from 2002 to 2012 meaning that about one-fourth of all employment in these industries will have been created over this time span. In fact, one out of every five jobs created in Wisconsin, overall, will be in one of these industries.

But the most crucial part of this issue begins with an occupational examination. The following information demonstrates how dramatically different the need for health care workers will become. The tables show the change in need, though they do not necessarily quantify occupational "shortages."

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<sup>1</sup> U.S. Department of Commerce, Bureau of Census, Interim Projections

## Top 10 Occupations with the Most Total Openings (Table #1)

Occupational Title	2002 Estimated Employment	2012 Projected Employment	2002-2012 Employment Change (new)	2002-2012 Employment Change (replacement)	2002-2012 Total Employment Change (new & replacements)
Registered Nurses	46,530	61,130	14,600	9,700	24,300
Nursing Aides/Orderlies/Attendants*	41,970	52,280	10,310	5,500	15,810
Home Health Aides*	11,800	17,750	5,950	1,600	7,550
Licensed Practical/Vocational Nurses	12,620	15,180	2,560	2,800	5,360
Medical Assistants*	6,110	9,660	3,550	1,100	4,650
Dental Assistants*	5,700	8,120	2,420	1,600	4,020
Medical Records/Health Information Technicians	3,900	6,020	2,120	600	2,720
Health Care Support Workers/All Other*	5,510	7,110	1,600	1,000	2,600
Medical/Health Services Managers	4,340	5,830	1,490	900	2,390
Emergency Medical Technicians/Paramedics	4,910	6,290	1,380	600	1,980

Source: DWD/OEA, 2005

Table #1 lists the ten occupations with the most anticipated job openings expected between 2002 and 2012. The Total Employment Change column includes all job openings including either newly created positions or replacements for someone who permanently left that occupation. Replacement needs are considered “zero-sum” figures in terms of employment change because replacement workers fill jobs that have already been created.

Five of these occupations (\*) require only short term or moderate term on-the-job training and provide annual salaries averaging between \$20,380 and \$25,550. The other five occupations require an associate degree or higher and yield annual salaries averaging between \$22,620 and \$68,880. These are only a few of the health care occupations predicting growth.

## Top 10 Occupations with the Greatest Growth in New Jobs (Table #2)

Occupational Title	2002-2012 Employment Change	2002-2012 Percentage Change
Registered Nurses	14,600	31.4%
Nursing Aides/Orderlies/Attendants	10,310	24.6%
Home Health Aides	5,950	50.4%
Medical Assistants	3,550	58.1%
Licensed Practical/Vocational Nurses	2,560	20.3%
Dental Assistants	2,420	42.5%
Medical Records/Health Information Technicians	2,120	54.4%
Health Care Support Workers/All Other	1,600	29.0%
Dental Hygienists	1,550	42.5%
Medical/Health Services Managers	1,490	34.3%

Source: DWD/OEA, 2005

Table #2 lists the ten occupations with the greatest numerical growth of newly created jobs expected between 2002 and 2012. Although several of the occupation titles are similar to the previous table, this table solely rank new job growth whereas the previous table ranked total openings (new jobs plus replacement needs). Dental Hygienists break into the top ten list because of the projected creation of new jobs and the Emergency Medical Technicians/Paramedics drop off because a greater share of total openings will arise due to replacement needs. A few other occupations change ranking positions for the same reasons contrasting new jobs vs. replacement needs.



### Top 10 Occupations with the Largest Percentage Growth (Table #3)

Occupational Title	2002-2012 Employment Change	2002-2012 Percentage Change
Medical Assistants	3,550	58.1%
Medical Records/Health Information Technicians	2,120	54.4%
Physician Assistants	590	52.2%
Home Health Aides	5,950	50.4%
Physical Therapist Aides	380	46.3%
Respiratory Therapy Technicians	310	44.3%
Respiratory Therapists	610	43.6%
Physical Therapist Assistants	560	42.7%
Dental Hygienists	1,550	42.5%
Dental Assistants	2,420	42.5%

Source: DWD/OEA, 2005

Table #3 lists the ten occupations with the largest percentage employment growth expected between 2002 and 2012. Again several occupation titles are similar to the previous tables and some have dropped off the list or changed ranking because projected percentage growth for some occupations may be quite different from their projected numeric growth. Many fast growing occupations will not necessarily add the largest number of jobs. The Medical Assistant will become the fastest growing occupation due to staffing changes and technological advances in medicine; a growing, aging population; and the increases in the number of group practices, clinics, and other health care facilities with high needs for support personnel, especially those that can manage both administrative and clinical duties.

#### Additional health care growth areas

There are many important health care occupations beyond the top ten lists displayed above. Two that warrant special mention are radiology technicians and surgical technicians. Known in the industries as "rad techs" and "surg techs," these two important occupations are expected to grow 27.7% and 35.7% respectively through 2012.

There will be a need for over 1,000 new rad techs by 2012 and as a rad tech there are always opportunities for advancement. Cross training in different careers such as computerized tomography, interventional radiology, radiology imaging, and nuclear medicine is possible. Rad techs work closely with physicians who provide knowledgeable interpretation with the many imaging tools and treatment techniques which may include computed tomography (CT or CAT scans), diagnostic radiography imaging (X-rays), fluoroscopy, magnetic resonance imaging (MRI), nuclear medicine (NM), interventional radiology, positron emission tomography (PET), and ultrasound (US).

Over 600 new surg techs will be needed by 2012 to become a key member of the operating room team and nowhere are teamwork skills more critical than in the operating room. Patients, nurses and doctors depend on the sterile field that the surgical technologist sets up and enforces. Techs also stock blood and other surgical supplies. Through all stages of the operation, the tech is there to assist, predicting what will be needed next, while keeping track of the patient's condition. Technologists ensure the safety of patients, sterilize instruments, and handle special equipment, drugs, and supplies during surgery.

#### Growth in long term care workforce needs

Another major trend is the growing need for high quality long term care. Some have estimated that one-third of health care workers will be working in long term care settings in the near future. As our population ages and we opt for home-based care versus institutional settings, Home Health Aides, Nursing Aides, Certified Nursing Assistants and Licensed Practical/Vocational Nurses will be in even

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higher demand. As the tables show, these occupations already appear in the top ten lists and the increasing demand for these workers is a reality of our aging population and the changes in the health care industry. In addition to the home based care demands, the continued increase in health care costs drive health care providers and clinics to curb the rising costs by having patients seen by allied health care professionals for routine check-ups and certain non-diagnostic visits.

There are some challenges for these workers that need to be addressed to attract both the quality and quantity of workers to these professions. Some of these have been identified in a recent report on the direct care workforce needs that is included in Section VI on state and regional highlights.

For more information about high demand health care occupations and their expected rates of growth due to openings and replacement needs, please see the information located at the following OEA web site: [http://www.dwd.state.wi.us/oea/employment\\_projections.htm](http://www.dwd.state.wi.us/oea/employment_projections.htm)

## IV. Graduate Information

This section provides information on the graduates for a few key health care occupations from the three Wisconsin educational systems: the University of Wisconsin System, the Wisconsin Private Colleges and Universities, and the Wisconsin Technical College System.

It is a known fact; the higher levels of education attained the more marketability and mobility. We do not have complete statewide information on what percentage of our graduates stay in Wisconsin to fill our state's health care needs. The challenge, in the coming decades, is how to recruit graduates from other states to provide the health care that will increasingly be in demand in Wisconsin as well as retain our home grown graduates.

The first table highlights the registered nurse degree graduates from all the educational systems since nurses are the single largest health care occupation area and as indicated in the previous section, will have the most total openings and greatest growth in new jobs. The tables thereafter show some key health care occupations by educational system.

### Registered Nurse Degrees

Educational System	Academic Years						TOTALS over 6 yrs.
	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	
University of Wisconsin System	472	488	534	519	499	727	3,239
Wisconsin Private Colleges and Universities	675	631	632	534	582	638	3,692
Wisconsin Technical College System	774	772	790	892	878	1,053	5,159

Source: Compiled from the UW System Office of Policy Analysis and Research reports, Wisconsin Association of Independent Colleges and Universities Private Sector Health Degrees, and Wisconsin Technical College System Graduate Follow-up Reports.

We are pleased to report that the number of registered nursing degrees conferred has increased over the past six years. A little known piece of the story is the important role our private colleges and universities are playing in health care education, especially in adding capacity to nursing education in Wisconsin.

### University of Wisconsin System

Degree Titles	Academic Years						TOTALS over 6 yrs.
	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	
Registered Nurses							
-Baccalaureate	472	488	534	519	499	727	3,239
-Masters and Doctorate	183	134	127	101	90	107	742
Physician Assistants	42	37	38	40	42	36	235
Medical Records/Health Information Technicians	8	6	5	2	3	0	24
Medical Doctors (MD Degree)	138	143	152	136	142	134	845
Occupational Therapy	127	133	133	126	80	105	704
Physical Therapy*							
-Baccalaureate	58	0	2	0	2	0	62
-Masters	30	29	89	69	64	60	341

Source: UW System Office of Policy Analysis and Research

\*Note: Physical therapy degrees are presented by level of degree awarded as this discipline changed from baccalaureate program to masters program at campuses in the late 1990s.

UW Highlights: Over the last six years the UW System has provided over 57% of the Physician Assistant graduates and continues to remain steady for other high demand health care occupations. Baccalaureate degrees in nursing increased significantly in 2003-2004 and the Masters Degree granting programs are building back their capacity to the late 1990s levels.

## Wisconsin Private Colleges and Universities (WPCU)

Degree Titles	Academic Years						TOTALS over 6 yrs.
	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	
Registered Nurses	675	631	632	534	582	638	3,692
Physician Assistants	28	31	26	24	34	31	174
Dental Assistants & Hygienists	28	29	34	30	35	26	182
Medical Records/Health Information Technicians	n/a	5	8	8	3	4	28
Health Services/Health Sciences	87	104	115	171	190	159	826
Dentists (DDS degree)	64	74	62	72	77	72	421
Medical Doctors (MD degree)	196	198	190	194	204	188	1,170
Physical Therapy	130	115	114	78	89	70	596

Source: Wisconsin Association of Independent Colleges and Universities Private Sector Health Degrees

WPCU Highlights: Over the last six years the WPCU have provided over 58% of the Medical Doctor graduates and steadily increased the graduation rate of Health Services/Health Sciences students.

## Wisconsin Technical College System

Degree Titles	Academic Years						TOTALS over 6 yrs.
	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	
Registered Nurses	774	772	790	892	878	1,053	5,159
Nursing Assistants	2,581	2,597	3,110	4,647	5,619	6,534	25,088
Practical Nursing	253	279	320	398	412	562	2,224
Medical Assistants	217	244	236	231	256	393	1,577
Dental Assistants & Hygienists	177	190	179	256	278	287	1,367
Health Information Technology	39	33	23	39	38	50	222
Clinical Laboratory Technicians	53	59	47	49	26	52	286
Surgical Technology	21	30	27	33	36	42	189
Respiratory Care Practitioners	55	49	50	72	63	78	367
Physical Therapist Assistants	90	84	77	51	45	56	403
Radiography	84	85	93	89	113	100	564
Diagnostic Medical Sonography	16	18	16	17	18	17	102
Phlebotomy Technicians	33	32	25	47	58	73	268
Medical Coding Specialists	52	66	63	92	83	94	450
Pharmacy Technicians	34	32	25	31	37	42	201
Medical Records/Health Information Technology	39	33	23	39	38	50	222

Source: Wisconsin Technical College System Graduate Follow-up Reports

WTCS Highlights: Over the last six years the WTCS has provided over 88% of the Dental Assistants & Hygienists statewide and all of the nursing assistants and practical nursing graduates from the three educational systems. As the demand increases for allied health professionals, the WTCS has increased capacity for these high growth occupations.

In summary all of our public and private educational institutions continue to make improvements to better prepare health care graduates in their chosen fields. They also remain committed to increasing capacity and streamlining educational opportunities across systems to enhance the continuum of knowledge and the life-long pursuit of learning and growing. Several of the collaborative and innovative approaches are highlighted in the statewide and regional highlights section.

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## V. Department of Workforce Development Efforts

In addition to convening the Select Committee, DWD has also implemented a number of efforts to address the coming health care workforce shortage:

- **Adult Apprenticeship in Allied Health Occupations**

The Bureau of Apprenticeship Standards (BAS), with a U.S. Department of Labor grant, worked with the Wisconsin Technical College System to create formal apprenticeship tracks in the high demand occupations of computed tomography (CT), mammography technologist, medical coding, and magnetic resonance imaging (MRI) technologist. Apprenticeship is a training program that combines structured on-the-job training with related instruction and is sponsored by employers, employer associations, or labor/management groups. The BAS is currently working with the Wisconsin Hospital Association to educate hospitals about this new option for upgrading the skills of their workforce.

- **Youth Apprenticeship in Health Services**

The Governor's Work-Based Learning Board operates the Youth Apprenticeship (YA) program that is designed for high school students who want to experience hands on learning at the worksite in conjunction with classroom instruction. The health care youth apprenticeship track is the largest YA program, with over 500 participating students each.

- **"No-Lift" or Safe Patient Lifting Initiative**

In recognition of the impact of injuries to the health care worker, DWD has joined with other health care organizations to look at changes in the workplace that could impact both retention and recruitment. In March 2005, DWD co-sponsored a Safe-Patient Lifting Conference with the Wisconsin Hospital Association and over 180 people attended to see equipment demonstrations and to hear the compelling data on reduced injuries and costs. For the 2005-07 biennial budget, DWD developed a Governor's budget initiative for Health Care Worker Injury Prevention to provide grants to institutions that were implementing a no-lift environment. While this was not supported by the Legislature, we plan to continue efforts to educate the health care industry about the impacts of lifting on our aging health care workforce.

- **Statewide Job Service Health care Liaisons**

DWD's Bureau of Job Service is in the process of identifying Health care Liaisons for the eleven Workforce Development Areas of the state to train and focus the efforts of over 250 staff in Wisconsin's Job Centers on health care workforce recruitment and training needs. Each area must focus on two key *Grow Wisconsin* industries, one being health care and the other to be chosen regionally.

- **New DWD Web Sites**

The Department has recently launched two new web sites:

- *Health Care Workforce Development* - provides vital, current information and links to the world of health care, both for the job seeker and also for the professional seeking information about health care workforce efforts. <http://dwd.wisconsin.gov/healthcare/>
- *WORKnet* – a user-friendly web site that provides workforce, labor market, demographic and other useful data on health care occupations and other key *Grow Wisconsin* industries. <http://worknet.wisconsin.gov/worknet/>



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## VI. State and Regional Highlights, Innovative Programs & Initiatives

This section highlights the many efforts that are occurring around the state. Although this list is quite extensive and includes many unique and shared efforts throughout the state, it doesn't capture everything. Several initiatives focused on building capacity, some are trying new ideas and approaches, and countless others are partnering together to tackle issues. Within all efforts, Wisconsin's leadership is striving for excellence in facing the health care workforce shortages. State level organization activities are listed first followed by regional efforts.

**University of Wisconsin System:** In its 2004 study, *Charting a New Course for the UW System*, the Board of Regents urged the UW System to examine ways to increase the number of nursing students to help address the shortage of nurses in Wisconsin. In the last several years, UW Schools of Nursing have established new and innovative ways to increase enrollment in the nursing programs during a time of declining resources. A number of nursing programs are collaborating with institutions that do not have a nursing program to expand the reach of the programs to other parts of the state. The UW Schools of Nursing are using technology in new ways to reach place-bound students. Some institutions are also using accelerated degree programs for students who already hold a bachelor's degree. As a result of these efforts, enrollment in nursing programs has increased 47% since 2000. Recently, UW System was awarded a \$1.3 million federal grant to prepare more Wisconsin nurses to teach. By streamlining coursework, offering scholarships, accelerating the time to achieve a master's degree and working with health care employers to let nurses both practice and teach, the project will add 70 new nurse educators in Wisconsin within two years, which will expand the annual capacity for nursing students by 800 statewide.

**Wisconsin Association of Independent Colleges and Universities (WAICU):** Seventeen of WAICU's twenty members offer undergraduate or graduate course work in the health care professions. WAICU has many fine colleges and universities throughout the state and although they are small, private institutions, they are tackling the health care workforce shortage issues in big ways. The graduate section illustrates the success WAICU is having. For example in the 2002-2003 academic year, they graduated 29.7% of the statewide nursing degrees and over 50% of the four-year nursing degrees. In order to address the high-demand from the health care industry for physician assistants, medical records and health information technicians, they have created new degree programs at their campuses since the 1992-1993 academic year. Their innovations are new, interesting and are addressing the challenges creatively. Individual college and university efforts are described in the following regional section to highlight their contributions in the different parts of the state.

**Wisconsin Council on Long Term Care Reform:** In the spring of 2004, the Council created the Committee on Direct Care Workforce Issues, which advises the Department of Health and Family Services (DHFS). The Committee was charged with recommending public policy changes that DHFS could make to foster a stable and well-trained workforce of direct care workers in long term care and growth of that workforce to meet current and future needs of consumers. The Committee members include representatives of consumers and their advocacy groups, service providers, workers, counties, and others with expertise in workforce issues.

The Committee's work is focused on the non-licensed professionals who provide hands-on care, supervision and emotional support to people of all ages with chronic illness and disabilities. "Direct Care Workers" have many job titles such as home health care aides, nursing assistants, and nurse's aides and work in a variety of settings. They provide 70 to 80 percent of the paid hands-on long term care and personal assistance received by Americans who are elderly, chronically ill, or living with

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disabilities. This Committee will issue a report in the summer of 2005 to the full Council for its consideration.

**Wisconsin Department of Public Instruction (DPI), Secondary Education-Health Science Occupations:**

At the high school level of education, there is a growing emphasis on providing career exploration for those students who are interested in health care careers. Career exploration has always been a part of Career and Technical education but because of the health care worker shortage, Health Science Occupations Education (HSOE) has become a focus for many schools. In the last five years, 10% of federal Carl Perkins grants have been utilized by schools to fund innovative programs providing students with some type of state or business and industry type certification. These certifications in the HSOE have included CNA, CPR, and Health Science Occupations State Skill Co-op (which is a work-based program for students in the health care field). These funded projects might also include the implementation of a student group called Health Occupations Students of America (HOSA) because of the exposure that this organization gives to the health care careers. There are 31 HOSAs throughout the state and over 750 students involved.

Several Health Care Academies have started here in Wisconsin and are housed traditionally within high schools. They are currently located in Green Bay, Waukesha and Wausau. The Wausau program is based at North Central Technical College and serves students from a number of school districts. The use of technology has provided experiences through distance learning for students unable to access Health Science programs within their schools. At the state level, work has been completed in setting standards for the Health Science programs in all the high schools. Two other curriculum initiatives are in the development stages for Health Science teachers. The first is a curriculum for a medical occupation course and the second a curriculum to support teachers with the Health Science Co-op competencies which started in March 2005.

**Wisconsin Hospital Association (WHA):** Workforce is a top priority of the WHA. The WHA's Council on Workforce Development is comprised of WHA members representing hospitals throughout the state. WHA has focused on many components of workforce, including recruitment efforts aimed at youth and mature workers, capacity in health care occupational training programs, retention of experienced workers, and leadership development. In addition, WHA has been very active in policy issues related to the workforce. WHA is producing a series of workforce reports that describe the current situation and projected shortages that will affect the health care industry, while outlining the steps necessary to address these shortages. Issued-to-date are reports on the physician supply - "*Who Will Care for Our Patients?*" and a Hospital Workforce Report. Priorities for the WHA are to build new and expand existing infrastructure to increase the supply; catalogue and disseminate best practice retention strategies; and measure and report progress on initiatives related to the supply and demand of health care workers.

**Wisconsin Long Term Care Workforce Alliance:** A broad-based coalition of public and private organizations, dedicated to improving the recognition, retention and recruitment of the long term care workforce across settings, age and disability groups. Its members include state and county government, statewide service providers in every long term care setting, advocacy organizations, and the education community. Established in the spring of 2000, the Alliance grew out of a task force developed by the State Board on Aging and Long Term Care in 1999 as part of the "Year of the Long Term Care Worker" established by gubernatorial proclamation.

The Alliance publishes and widely distributes four community guides: creation of local workforce coalitions, public awareness campaigns, worker recognition strategies, and creation of home care worker cooperatives. The Alliance is currently working to create five new and strengthen four existing local coalitions under a grant from the Helen Bader Foundation. This grant has enabled the Alliance to develop a web page and monthly e-newsletter providing information on legislative and budget activities, upcoming trainings, newly-released and past publications, best practices, and advocacy tools.

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The Alliance deems the term direct care workers to include: adult day care workers, certified nursing assistants, companions, home care worker, home health aides, homemakers, hospice aides, medication aides, personal care attendants, rehabilitation aides, restorative aides, residential care assistants/aides, supportive homecare workers, and supportive personal care workers.

**Wisconsin Medical Society (Society):** As the largest association of medical doctors in the state with more than 10,000 members, the Society is committed to finding ways to expand the number of physicians and other health professionals in Wisconsin. In 2004, the Society convened a task force on the medical school applicant pool focusing on ways to expand the number of underrepresented racial and ethnic minority applicants and the number of applicants from underserved areas in Wisconsin. The Society also launched its on-line "Health Care Career Center," which lists openings in over 175 health care-related fields. In 2003, the Society published a "health care workforce shortage" issue of the *Wisconsin Medical Journal* and held a two-day quality of physician work life conference to address physician satisfaction. In addition, the Society has three founding members serving on the Wisconsin Hospital Association's Council on Medical Education and Workforce.

The Wisconsin Medical Society Foundation was chartered in 1955 to enable physicians and other friends of the profession to support projects vitally affecting scientific medicine and public health. The mission of the Foundation is to advance the health of the people of Wisconsin by supporting medical and health education. The Foundation has approved awards totaling \$65,945 for projects including the Wisconsin Council on Medical Education and Workforce and the Statewide Physician Health Program. Additionally, the Foundation awarded \$330,000 to medical students through low interest, no-fee student loans for the 2004-2005 school year. As of June 30, 2005, it has approved scholarships and awards totaling \$16,500 to medical students for the 2005-2006 school year, along with \$30,010 to students pursuing careers in nursing and allied health careers.

**Wisconsin Technical College System (WTCS):** As is shown in the graduate section, WTCS continues to play a major role in graduating health care students. In the 2002-03 academic year, they produced 5,619 nursing assistant graduates and 412 practical nursing graduates. For the same period of the statewide totals, WTCS graduated 44.8% of the nursing degrees, all of the medical assistants' degrees, 88.8% of the dental assistants and hygienists and 86.4% of the medical records/health information technicians.

In 2002, Wisconsin was one of twelve states that qualified for incentive grants under the federal Workforce Investment Act (WIA). Wisconsin's award was \$2,599,000. WTCS and DWD jointly managed the grant funds, with the WTCS serving as the administrative agency. The majority of the incentive grant funds were directed to addressing the health care labor shortage through increasing training capacity and broadening access by under-served individuals to health care careers. Regional partnerships comprised of technical colleges and local workforce development boards were selected by DWD and WTCS to carry out projects and are described in the regional section of this report.

WTCS also received a \$12,000 grant from the Milwaukee-based Helen Bader Foundation, Inc., to train 16 emergency medical technician instructors. This will provide one instructor in each technical college district to teach others in pre-hospital needs of seniors or Geriatric Education for Emergency Medical Services courses. Over 40% of all pre-medical emergency calls are for patients over the age of 60 and this training will better prepare students in the Emergency Medical Services training or in the Paramedic Associate Degree Program.

In 2004, to address statewide systems issues in health care occupations, two groups were convened to discuss 1) priority admissions for health occupations and evidence-based admissions to address questions about waiting lists, and 2) standardized curriculums across the state.

The WTCS Deans of Health care Occupations took on a leadership role to develop common admission standards. The common standards for the associate degree-nursing program were implemented by all of the 16 colleges in the fall of 2004. As a result, standard statewide curriculums

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have been developed for the programs of certified nursing assistant, practical nursing, and registered nursing. A standardized curriculum allows students to smoothly transfer across campuses and also make for easier career-laddering within the nursing profession. In 2005, several other programs will be standardized, such as clinic lab technicians, dental hygienists, medical coding, and radiography technicians.

## ***Regional Innovative Approaches***

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For the purpose of this report, this section is divided into four regions of the state - northwest, northeast; southwest, and southeast:

### **NORTHWEST**

**Northwest Workforce Development Board:** Northwest Workforce Development Board received a \$215,000 federal Department of Labor grant for building capacity in health care for Northwest Wisconsin with the purposes of pooling human resources and addressing other needs of the health care community. In November 2004, a program coordinator was hired and then shortly thereafter the Health Care Workforce Network (HWN) was formed. This consortium of health care institutions represents a variety of health care entities working together by pooling resources, training, and education and tools to recruit and retain health care workers. This consortium has generated very interesting and creative preliminary plans/approaches for addressing the health care shortage.

A video, "*Finding Your Career in Health Care*," was created to target middle and high school students that emphasize course preparation for health care career opportunities in northern Wisconsin. Another HWN effort, in partnership with Good Samaritan Society in Sioux Falls, South Dakota and Savant Technologies, is to provide live broadcasts of health care satellite training for in-services, competencies and continuing education. This alternative educational program model is to provide other learning options for workers interested in a career in health care or for those already in health care occupations that need additional training. The HWN continues to develop partnerships in its exploration of alternative education models, such as with technical colleges, Northern Area Health Care Education Services (AHEC), Wisconsin Hospital Association, North Central Workforce Development Board, UW-Milwaukee School of Nursing, and the Medical College of Wisconsin.

#### **Northland College, Ashland: Bachelor of Science in Nursing (BSN) Degree Completion**

**Program** - In May 2004, Northland College began offering classes for its newest major: nursing. The program is designed for registered nurses with associate degrees or three-year diplomas to return to school to earn their Bachelor of Science. The goal is to improve the nursing care delivered in northwest Wisconsin. Northland's BSN Degree Completion Program allows students to simultaneously further their medical education and apply their new skills in local hospitals and clinics, a plus for busy students and the local community. For future graduates, it could mean acquiring a BSN in less than two years while continuing to work in their field.

**University of Wisconsin-Eau Claire, School of Nursing and Health Sciences:** A \$300,000 federal grant from the Department of Education helps college graduates enter the Nursing Program by fast tracking 16-university graduates to take a full time 16-month program towards a baccalaureate in nursing. The University will begin accepting applicants this fall for admission for the classes that will begin in January 2006. This program will address the current nursing shortage by assisting those with bachelor's degrees obtain a bachelor's degree in nursing in a short period.

**Chippewa Valley Technical College, Eau Claire:** The \$10.2 million creation and expansion of the Chippewa Valley Technical College Health Education Center created a state-of-the-art facility, which was also partially funded through a \$500,000 grant from the Department of Commerce. This center will serve as the corporate training and applied research center for the medical industry and will graduate more qualified health care workers by pioneering new approaches towards dental, medical

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and health professional education such as use of simulation and virtual reality in training students in health occupations. This effort was forged through the historic partnership with UW-Health Eau Claire Family Medical Clinic, the Marquette University School of Dentistry and all of the medical providers in this region and will bring both working medical and dental clinics to the campus, giving area low-income residents more access to quality health and dental care, as well as provide unequalled learning opportunities for students.

CVTC also recently added a fast-tracked Licensed Practical Nurse Program in partnership with the West Central Workforce Development Board and the Department of Workforce Development. This program will assist dislocated workers recently laid off to become retrained in a high demand occupation. It is expected that 19 students will be able to participate in this project using federal job training funds.

**Northcentral Technical College, Wausau:** To meet demand, the college has increased its nursing program enrollment to 64 in the past year and has established a collaborate program with UW-Oshkosh so that the two-year associate degree nurses can enter the Oshkosh program and pursue a four-year bachelor's degree in nursing.

## **NORTHEAST**

**Bay Area Workforce Development Board:** The Bay Area Workforce Development Board contracted for specialized Licensed Practical Nursing (LPN) Programs directly from Northeast Wisconsin Technical College for recent dislocated workers. Due to the large number on the waiting list for this program, the purchase was made during the time dislocated workers were receiving unemployment insurance. This program was customized to allow for locally held classes and delivered at a pace conducive for maximum learning. The successful completion rate was 76% with six individuals going on to enroll in the Registered Nursing Program and 12 already working as LPNs. Another positive aspect of the training program was that the students all had worked for the same company before and ultimately helped each other through the program.

**Fox Valley Workforce Development Board (FVWDB):** The 2002 Workforce Investment Act Performance Incentive Health Care Program grant was submitted jointly with the Fox Valley WDB, the Fox Valley Technical College and the Moraine Park Technical College to expand Associate Degree Nursing and allied health programming.

The program brought together these partners with the regional health care providers, all seeking solutions to the shortage of nursing and allied health care professionals. Targeted marketing was directed toward six job centers, 49 high schools, and local health care agencies and distributed at other career and information events and resulted in an increased interest in Associate Degree Nursing and allied health programming. Partnership activities included: expanding the capacity of and programs for 56 new students, the implementation of a new Radiography Technician Associate Degree Program for 25 new enrollments, and helped implement strategies to ensure an 80% or better retention rate.

In addition, the FVWDB has organized a Health Care Alliance group, comprised of representatives from the local technical colleges, County Health and Human Service Departments, the four-year college/universities area, and local health care providers. Its purpose is to ensure an adequate supply of high quality health care workers in the region by working collaboratively with all stakeholders.

## **SOUTHWEST**

**Southwest Workforce Development Board:** The Southwest Workforce Development Board created a partnership with a local community based organization, El Centro and with a Limited English



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Proficiency (LEP) grant enabled them to coordinate and create a bi-lingual certified nursing assistant (CNA) training. Out of eight students that started the program, seven completed and five found CNA positions.

**Western Workforce Development Board:** Western Workforce Development Board established a Health Care Labor Shortage Taskforce with six goals: to seek broader government grant opportunities; to assist in marketing health care careers; to assist in career laddering in health care occupations; to assemble and disseminate health care labor market information; to assist in health care workforce attraction and retention; and, to assist in diversifying the health care workforce. The action steps they have taken were obtaining a U.S. Department of Labor earmark grant for the reinstitution of LPN training; producing two editions of a health care packet; contributing to a statewide brochure: *Health Care Issues Causing you Pain?*; conducting a local health care labor force survey; producing a State of the Workforce Report with a health care section; planning a health care opportunities meetings with the Hmong community; sponsoring a health care workforce retention seminar; conducting a "Jobs Revolution Forum" in March; chairing a regional Health Science Consortium workforce committee of the statewide Workforce Development Boards Health Care Labor Force Shortage Taskforce; and, providing periodic workshops on how to access health care training from the LaCrosse Job Center.

**South Central Workforce Development Board:** In 2002, the South Central Workforce Development Board received a \$1.14 million grant from the U.S. Department of Labor to run an "Industry Partnerships Project," which provided free training to workers in the areas of health care and manufacturing and ended in 2004. In collaboration with Jobs With a Future (JWF), they had been actively working with health care firms in the six-county region. The collaboration partnership effort continues to work with health care partners on the important issue of workforce retention among patient caregivers. They are currently conducting another round of the Retention Strategies Network project survey which allows health care firms to compare their turnover and retention rates to those of similar facilities in the region and mark their progress in improving retention over a period of time. The survey also allows a compilation of best practices on retention.

In the upcoming months, efforts are underway to begin working with health care employers on finding solutions to problems associated with limited English proficiency in clinical and home health settings. In addition, efforts are focusing on pursuing innovations on financing of incumbent worker training in health care occupations.

**University of Wisconsin-La Crosse, College of Science and Allied Health:** The UW-LaCrosse is well known for a strong Allied Health program and several of the programs have grown in recent years. The Physical Therapy class size at UW-La Crosse has increased from 30 students per year up to 44 students per year. The Occupational Therapy program started in 1998 with the purpose of educating occupational therapists to meet the health care needs of rural western Wisconsin. In June 2005, this program transitions to the graduate level (as mandated by Accreditation Council for Occupational Therapy Education (ACOTE)). Two key initiatives allowed for these program changes: a move to the new Health Science Center (built by the La Crosse Medical Health Science Consortium) with larger lecture and laboratory classrooms and special funding from the State of Wisconsin supporting the larger number of faculty required to accommodate these students.

Radiation Therapy class size has increased from 12 graduates per year to the 22 graduates this year. Scores on the national board exams for the UW-La Crosse students placed these graduates among the top 10% of programs in the country. To respond to the urgent need of many radiation oncology centers throughout the state, in September 2004, UW-LaCrosse established a 12-month certificate program in medical dosimetry (the measurement of doses of radiation) allowing those trained as radiation therapists to career ladder into a dosimetry position. The didactic curriculum is entirely on-line and 11 students comprise the first class of students.

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**University of Wisconsin-Madison, School of Nursing:** School of Nursing has increased undergraduate enrollment by more than 50% over the past three years. This increase from 100 students admitted to nursing in 2000 to 154 admitted in 2005 was partially funded through an increase to the school's base budget which created five new faculty positions and permitted an additional 60 slots for nursing students on the Madison campus, and partially through their partnerships with Gundersen Lutheran Health System and Gundersen Lutheran Medical Foundation. Funding from Gundersen Lutheran has resulted in the establishment of a Western Campus for Nursing in LaCrosse, with the creation of 48 new Bachelor of Science (BS) Nursing slots over the last two years. Applications for the BS program continue to climb and enrollment of men in the BS program is at an all-time high. "Many of the students seeking a bachelor's degree in nursing here are coming to us with fluency in a second language, experience in international service projects and high grade-point averages (avg. 3.48 GPA)," Katharyn May, Dean, School of Nursing, points out. "We simply do not want to turn away such highly qualified applicants when the state and nation face this shortage."

One difficulty in training new nurses has been a lack of sufficient qualified instructors. UW-Madison in partnership with Gundersen Lutheran Medical Foundation will expand the BS-nursing program without requiring more instructors, because practicing nurses at Gundersen Lutheran will serve as faculty. Students in the expanded BS program will be admitted, assessed, and graduated as if they were attending at Madison; their degrees will be UW-Madison degrees. Gundersen-Lutheran Medical Foundation is contributing a significant portion of the operating costs of this program expansion with the goal of increasing the potential pool of university-educated nurses in LaCrosse and the Coulee Region. UW-La Crosse, already well known for its allied health programs, is coming in as a partner as well.

UW-Madison developed and is now making available a preceptor development program, via Web technology, to community/public health agencies. This program is available for continuing education credit and is designed to assist nurses practicing in community/public health become more comfortable with the process of precepting nursing students in those settings. This self-paced preceptor development program is intended to increase the available pool of nurses in community-based practice who can precept basic students. This program is also being modified for use by practicing nurses in rural hospital settings where nursing students may not have had traditional placement for clinical practice learning.

UW-Madison is also focusing on initiatives to "teach the teachers" which is intended to help alleviate the growing shortage of nursing faculty through an accelerated Early Entry Ph.D. program (with substantial private support from the Shapiro Family Foundation). A new Master of Science in nursing education distance-degree option is now being implemented with a \$500,000 award from U.S. Health Resources and Services Administration. The Nurse Educators of Tomorrow (NET) Project will enable nurses with associate degrees to complete their BS through the existing Statewide Collaborative Nursing Program and continue to complete their MS through asynchronous, Web-based courses offered by the Madison campus. This three year project will produce 50 new advanced practice nurses with specific preparation to take up teaching positions in basic nursing programs. The project is focused on recruiting nurses from rural and underserved populations across Wisconsin to help those regions "grow their own" nursing faculty.

## **SOUTHEAST**

**Private Industry Council (PIC) of Milwaukee County, Inc.:** In 2004, two Milwaukee-area firms were honored for their workforce practices and demonstrating exemplary employment and workforce-support practices in the health care occupations at the 11th Annual Governor's Workforce Development Conference in Milwaukee. Aurora Health Care Inc. and Covenant Health care Systems Inc. were recognized for creating a Surgical Technology Training Program for 25 entry-level, low-

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wage hospital workers. Twenty graduated and were hired in their new positions by Aurora and Covenant.

The Aurora/Covenant Surgical Technologist program is a partnership between Aurora, Covenant, and the Milwaukee PIC. The program began in January 2003. The Surgical Tech program was born out of a broader effort to work with hospitals in the region including Columbia/St. Mary's and Froedert Hospital. In addition, this program was supported by the Wisconsin Hospital Association, Marquette University, UW-Milwaukee, and the Milwaukee Area Technical College. The program is an accelerated, skills-dedicated curriculum designed to address the high vacancy rates and is targeted to incumbent entry-level workers currently employed with Aurora or Covenant who meet WIA eligibility guidelines. Students are recruited, assessed, selected and enrolled into the program by their employers. The program successfully graduated 20 individuals hired as permanent full-time employees with an average wage of \$16.00 per hour and full benefits. The graduating class was comprised of 85% female and 15% male individuals, and 35% of those individuals identifying as African-American or other racial/ethnic minority.

Along with the surgical technologist program the PIC is currently working with the aforementioned partners and the Milwaukee Area Technical College to develop a customized, accelerated Associate Degree program in Respiratory Therapy.

**Washington-Ozaukee-Waukesha (WOW) Workforce Development Board:** In January 2003, WOW Workforce Development Board received a Workforce Investment Act (WIA) Incentive Grant in partnership with Waukesha County Technical College. This grant addressed the growing shortage of health care workers in the region by using the grant funds to train nursing assistants and re-train registered nurses. Approximately 38 previously licensed registered nurses took the nursing refresher training. The program consisted of a nine-week, 178-hour course taught at the technical college. The training provided up-to-date medical knowledge, technical skills, and on-site clinical training, which allowed the students to re-enter the workforce as qualified nurses. The training was paid for by the grant thereby at no cost to the students. It was short-term, hands-on and allowed for networking opportunities with other nurses in the field.

Many of the nurses had been out of the workforce for many years with some at home raising children and others taking time off from their nursing careers to find other employment. Many RN Refresher students commented they had been hesitant to get back into the nursing arena while this program afforded them a great opportunity to "get their feet wet" again. After completing the refresher class, the nursing students became extremely marketable. Students were able to choose their own career paths either into full-time, part-time, or pool shifts, depending on the facility. Many were hired at the site where they completed their clinical training. Students found jobs at clinics, hospitals, private home care, nursing homes, insurance companies, and research facilities in positions paying between \$18.75 and \$30 per hour.

In addition, 167 WIA participants received funding from Individual Training Accounts (ITAs) for training in the health care profession. Participants received training in a wide variety of health and allied health occupations, such as Certified Nursing Assistant; Dental Assistant; Health Information Technology; Health Unit Coordinator; LPN; Medical Assistant; Medical Coding; Medical Lab Technician; Medical Transcriptionist; Nuclear Medicine Technician; RN; Phlebotomy; Radiography; and Surgical Technician.

**Alverno College, Milwaukee:** The Division of Nursing is collaborating with other colleges of nursing to establish the Wisconsin Nursing Center and promote a state-wide program to "fast track" preparation of those interested in being nursing educators.

***Health careers program, South Division High School, Milwaukee*** - Alverno College received a grant from the Milwaukee Area Health Education Council (AHEC) for Alverno College nursing students to help South Division High School (SDHS) students learn about health careers. These

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nursing students provided instruction about selected health concerns and established mentoring relationships with the high school students. In addition, the AHEC grant partially funds training of selected SDHS students to become certified nursing assistants.

***Abilities-based Master of Science in Nursing (MSN) program*** - Alverno College is currently seeking approval from the Higher Learning Commission to initiate a 39-credit program with a specialization in nursing education to start in fall 2005. The first of its kind the ability-based MSN program will be held in an every other weekend college format. It is designed for working nurses who teach in staff development departments in health care institutions; community nursing educators and/or diabetic nurse educators; occupational health nurses; and nurses desiring to move into nursing faculty roles in schools of nursing. The MSN program is also designed for registered nurses that wish to advance their clinical nursing skills and abilities in designated specialty areas.

**Cardinal Stritch University, Milwaukee: *Partnership with Aurora Health Care*** - Cardinal Stritch University has an innovative program in partnership with Aurora Health Care to allow unlicensed health care workers (e.g., nurses' aides and unit secretaries) at Aurora facilities to gain an associate's degree in nursing by attending classes one day a week. That class day is considered a workday with Aurora paying the employee's wages. The latest cohort includes a variety of students, from those who would never have been able to go to college without a program such as this, to those with master's degrees who are looking for a career change. The program is designed to add people to Aurora's workforce and helps alleviate the nursing shortage.

**Carroll College, Waukesha: *Hispanic Nursing Project*** - The U.S. Health Resources and Services Administration awarded Carroll College a \$559,450 three-year Nursing Workforce Diversity (NWD) grant. This grant is addressing the severe nationwide shortage of minority nurses. The goal of Carroll College's Hispanic Nursing Project is to increase nursing education opportunities for individuals from Hispanic backgrounds in order to improve access to a culturally diverse, competent and sensitive nursing workforce in Waukesha and beyond. This three-year project will recruit and retain Hispanic nursing students, with recruitment activities taking place at La Casa de Esperanza and Waukesha South High School. At both schools, tutoring and mentoring is provided and once admitted to the nursing program, students will participate in a pre-college summer program that also includes tutoring, mentoring and other support services for success.

**Concordia University, Mequon: *Medical assisting program, Milwaukee*** - Concordia offers a Medical Assisting program (MA) at its Milwaukee South Center, which serves an underserved and minority population. The class of twenty is about half minority (African-American, Asian, and Latina) and all females. Enrollment has doubled over the past three years. This program prepares students to sit for the MA certification examination, and provides for competitive wage occupations. In addition, other opportunities are available to continue their educational paths and transition into the nursing profession.

**Marquette University, Milwaukee: *Health Career Opportunity Program*** - The Marquette University College of Health Sciences and School of Dentistry is leading efforts to educate a diverse workforce in some of the most high-demand health professions. For the 23rd consecutive year, one of the longest running programs in the country, Marquette has earned a federally funded Health Career Opportunity Program (HCOP) grant which supports recruitment, education, career exploration, and retention programs for disadvantaged students in the health professions.

***Nurse residency program/transition to professional practice*** - Marquette University has received a federal grant (\$323,995 first fiscal year) from the U.S. Department of Health and Human Services to implement a specialized program to assist new registered nurses to effectively transition in their first year of practice. Collaborating with Wisconsin rural and urban acute health care partners, the nurse residency program has been implemented in 24 Wisconsin hospitals. The

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partners include regional medical centers, university-affiliated teaching institutions, large acute care systems, community hospitals, and rural hospitals. Over the period of the three-year grant it is envisioned that over 300 new graduates in Wisconsin will participate in the program at health care institutions throughout the state.

**Mount Mary College, Milwaukee: Nursing partnership with Columbia College of Nursing -**

Mount Mary College and Columbia College of Nursing offer a joint Bachelor of Science in Nursing (BSN) program in two formats for students seeking a nursing degree - Bachelor of Science in Nursing and RN-BSN Completion. The Bachelor of Science in Nursing program consists of two phases. The first phase, which encompasses the first two years of study, takes place on the campus of Mount Mary College. This portion of the program focuses on the prerequisites for the nursing program within the context of an undergraduate liberal arts curriculum. The second phase takes place at Columbia College of Nursing and concentrates on the development of clinical skills and decision-making skills necessary for professional nursing practice. Upon successful completion of both phases of the program, students receive a dual BSN degree from Columbia College of Nursing and Mount Mary College.

**University of Wisconsin-Milwaukee, College of Nursing:**

UW-Milwaukee, College of Nursing is the largest nursing education program in the state and has increased its capacity dramatically to address the nursing shortage. Currently, approximately 225 undergraduate students per year graduate, a 25% increase over the highest previous enrollment history of the college which is over 40% from the past three years. Graduate programs have also expanded in response to a shortage in nurse educators and community demand for more advanced practice nurses. Masters programs include: clinical nurse specialist and family nurse practitioner options, a newly approved MS/MBA program in collaboration with the UWM School of Business, and a new Direct Entry Masters program for students with a bachelors in another field. The highly ranked doctoral program has provided a campus-based curriculum since 1985 and for the first time fully on-line in 2002.

***Partnership with Aurora Health Care:*** The College of Nursing with \$130,000 from Aurora Health Care was able to accept more students in the BS Second Degree Program. The funds were used to underwrite the cost of additional clinical faculty to accommodate expansion of this program by 16 students. The College of Nursing's Second Degree Program welcomes college graduates who do not have a nursing education. This popular program started in 1991 and has been successful in attracting many more students to nursing. "Students with backgrounds in philosophy, the arts, history, business, marketing and more bring a diversity of abilities and perspective to the profession which is highly valued by employers," says Susan Dean-Baar, Associate Dean. "Feedback from employers who've hired the Second Degree Program graduates has been very positive." This is a wonderful example of an academic community partnership that focused on a concrete strategy to address the nursing shortage, says Dean Sally Lundeen. "Aurora Health Care has shown vision and leadership in responding to this workforce challenge and has engaged as an active and generous partner with nursing education in crafting solutions."

***Partnership with Covenant Health Care:*** In January 2004, the College of Nursing began offering an RN to BS curriculum onsite to nurses at St. Joseph Regional Medical Center. Twenty-seven nurses employed by Covenant Health care System enrolled in the curriculum. According to Patricia Schroeder, RN, MSN, MBA, FAAN, Senior VP and Chief Nursing Officer, Covenant, "A growing body of research reflects the positive impact on patient outcomes when nurses are educated at higher levels." The RN to BS Program is designed for registered nurses who hold associate degrees from technical colleges and who wish to earn baccalaureate degrees on a full- or part-time basis.

***Community partnerships to reduce health disparities:*** The College of Nursing currently operates three academic community nursing centers in the greater Milwaukee area. The centers are housed in and operate in partnership with community-based social service organizations in



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underserved, ethnically diverse, economically disadvantaged communities. A team of masters prepared nurse clinicians, faculty and community health nurses provide a range of health services including health promotion and health education activities to primary care services. Each year dozens of nursing students are able to learn how to provide culturally competent and relevant care to urban populations so as to reduce the health disparities cap as providers. During the past two years, U.S. Human Resources and Services Association (HRSA) grants of more than \$500,000 have been secured to underwrite the centers in addition to grant and contracts with Milwaukee County, Covenant Health Care, AHEC and private foundations and individuals.

***Partnerships for School Health:*** College of Nursing has collaborated with Milwaukee Public Schools through three school based initiatives. In 2005, a \$425,000 HRSA grant was awarded to expand and evaluate these efforts. A school nursing demonstration project targeting Pierce Elementary School, Browning Elementary School and the Silver Spring Academy (alternative middle school) begins fall 2005.

***UWM Consortia Programs to expand access to nursing education:*** College of Nursing offers the undergraduate nursing curriculum at three campuses: UWM; UW-Parkside-Kenosha; and UW-Washington County-West Bend. Students complete all clinical experience through the campus of their choice, graduate from UW-Milwaukee, and all three curricula are the same.

***Labor grant to increase nurse educators' workforce:*** College of Nursing is the lead institution on a grant to the U.S. DOL, Employment and Training Administration (DOL/ETA), which was submitted in 2004 in conjunction with the University of Wisconsin System in partnership with Workforce Development Boards, Wisconsin Technical College System, Wisconsin Health Care Associations and Providers, Wisconsin Departments of Workforce Development and Health and Family Services. In June 2005, the State of Wisconsin Initiative to Fast-Track (SWIFT) Nurse Educators received \$1.3 million grant to prepare nurse faculty to meet the impending nursing shortage.

***New MS Nursing/MBA Program:*** During the 2003-2004 academic year, the finishing touches were put on the new MS Nursing/MBA Program – the only one in the state. The College of Nursing and the School of Business Administration are offering the curriculum collaboratively. It was developed in response to research showing a significant number of nurses were interested in gaining business and management expertise. Students in the program prepare to assume mid-level executive positions in integrated health care delivery systems, apply research findings to health care systems, and apply state-of-the-art business practices to the administration and management of health care organizations. Applicants must have at least two years experience in a health care setting. The program requires 58 business and nursing credit hours and can be completed in 2 1/2 years of full-time study, or up to five years of part-time study.

***Partnerships to return nurses to workforce:*** The College of Nursing has offered RN Refresher Courses in the past two years moving 28 individuals back to clinical practice. This year, partnerships were expanded to include All Saints Health Care System, Aurora Health Care, Children's Hospital of Wisconsin, Clement Manor, and Covenant Health care System. Partners provide tuition reimbursement, assist with marketing, and provide clinical experiences to students. Similar to the previous year, most of the participants were in their forties or fifties, though the years out of practice increased to an average of 17 years. Most participants had either stayed at home to raise families or worked in other positions. The UWM Continuing Education and Outreach Program was awarded a \$25,000 grant in 2004 from Wisconsin Area Health Education Centers (AHEC) to develop the classroom portion of the RN Refresher Course content into an on-line format.

***Wisconsin Institute for Biomedical and Health Technologies (WIBHT):*** The College of Nursing is a founding member of this newly announced partnership to enhance economic development in the state. Along with Aurora Health Care and Cerner Corporation, an international developer of health care information systems, the College of Nursing launched a multi-million dollar project in 2004 to embed knowledge based clinical decision system technology into clinical information

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systems improving patient outcomes. This project and other focused on biomedical imaging and health care applications developed in collaboration with the GE Health care Technologies, the Medical College of Wisconsin, the Colleges of Engineering, Health Sciences, Letters and Science Business which will form the nucleus of this new research institute. Investment to date includes \$1 million annual contribution from UWM and up to \$15 million in partner contributions.

***Wisconsin Nursing Redesign Consortium:*** UWM has provided leadership along with other schools and colleges of nursing statewide and health care industry partners through the Wisconsin Nursing Redesign Consortium to establish a Wisconsin Center for Nursing to monitor and increase the nursing workforce in Wisconsin.

**UW-Oshkosh: Accelerated BSN Program** - The program allows qualified students who already have a bachelor's degree to earn a bachelor's degree in nursing within a 12-month period. One short intense clinical skills course is required on campus and all subsequent clinical courses are precept via RN mentors in clinical sites in the home community of the student. The program began in the fall 2003 with 13 students and graduated its first group of 12 students, in May 2004, who earned RN licensure and secured employment as registered nurses. Funding for this program was provided by private sources including a \$100,000 gift from Affinity Health System.

***Partnership with the College of Menominee Nation:*** Native American and other at-risk students are enrolled in the basic BSN program with additional support services provided. Clinical experiences are arranged in the community near the reservation.

***Partnerships with Fox Valley Technical College and Northcentral Technical College:*** This program admits UW-Oshkosh qualified nursing majors, who were not admitted to Oshkosh's clinical major, into the technical college's Associate Degree Program. Once the students complete their Associate's degree, they enroll in the UW System's Collaborative Nursing Program for their Bachelor's degree.

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Wisconsin Medical Society

**Susan Wiegmann, Research Specialist**  
Wisconsin Medical Society

**Chuck Wilhelm, Director**  
Bureau of Long Term Support  
Department of Health & Family Services

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## Appendix for More Information

### **State:**

- 1) Wisconsin's Web Portal - website at <http://www.wisconsin.gov/state/home/app?COMMAND=gov.wi.state.cpp.command.LoadPortalHome>
- 2) DWD Health care Workforce Development - website at [www.dwd.state.wi.us/healthcare](http://www.dwd.state.wi.us/healthcare)
- 3) Office of Economic Advisors, Department of Workforce Development, website at: [www.dwd.state.wi.us/oea](http://www.dwd.state.wi.us/oea) OEA publishes monthly and annual reports that provide an overview of county and state trends. These include webpages on: [Workforce Observations](#), [County Workforce Profiles](#), [Workforce Development Area Profiles](#), and state and regional [Employment Projections](#) and are among the collections found in OEA Products.
- 4) DWD Wisconsin's Apprenticeship Program, website at: [www.wisconsinapprenticeship.org/](http://www.wisconsinapprenticeship.org/)
- 5) Governor's Work-Based Learning Board Youth Apprenticeship program - website at: [http://www.dwd.state.wi.us/gwblb/ya\\_health.htm](http://www.dwd.state.wi.us/gwblb/ya_health.htm)
- 6) Wisconsin Council on Long Term Care Reform and its various committees, including the Direct Care Workforce Issues Committee. Information on their website includes the full charge to the Workforce Committee, a list of its members, and minutes of its meetings to date - website at: <http://www.wcltc.state.wi.us/>
- 7) Wisconsin Department of Public Instruction's Secondary Education in Health Care Occupations, - websites at:
  - Health Science Co-op Portfolio-<http://www.dpi.state.wi.us/dpi/dlsis/let/pdf/healthsc.pdf>
  - Health Science Program Standards-  
<http://www.dpi.state.wi.us/dpi/dlsis/let/ctestandards.html>
  - Health Occupations Students of America-[www.hosa.org](http://www.hosa.org)

### **Regional:**

- 8) Wisconsin's Workforce Development Boards - website for contacts at: [http://dwd.wisconsin.gov/dwdwia/wia/wia\\_wd\\_board.htm](http://dwd.wisconsin.gov/dwdwia/wia/wia_wd_board.htm)
- 9) Jobs With a Future Project in South Central Workforce Development Area - website at: <http://www.cows.org/pdf/workdev/jwf/rp-jwf-cna.pdf> and <http://www.cows.org/pdf/workdev/jwf/rp-jwf-retent.pdf>

### **Education Institutions:**

- 10) Carroll College, Waukesha, Hispanic Nursing Project contact: Dr. Diana Hanks, Professor of Nursing, at 262/524-7358 or via email at [dhanks@cc.edu](mailto:dhanks@cc.edu)
- 11) Concordia University, Mequon, Medical Assisting Program contact: Sue Lowrey at 414/649-0795 or via email at [susan.lowrey@cuw.edu](mailto:susan.lowrey@cuw.edu)
- 12) Marquette University's efforts on educating a diverse workforce - website at: <http://www.marquette.edu/opa/newsroom/news/pr061504.shtml> or about the nurse residency program/transition to professional practice contact Marilyn Meyer Bratt, PhD, RN, Program Director at 414/288.3840 or via email at [marilyn.bratt@marquette.edu](mailto:marilyn.bratt@marquette.edu)
- 13) Mount Mary College, Milwaukee and Columbia College of Nursing partnership - website at: <http://www.mtmary.edu/nursing.htm>
- 14) Northland College, Ashland, Bachelor of Science in Nursing Degree Completion Program contact: Kate Siegler at 715/682-1233.
- 15) University of Wisconsin System - website at: <http://www.uwsa.edu/>
- 16) UW-Madison, School of Nursing, Continuing Education Distance Learning, Web-based continuing education program primarily for nurses practicing in rural hospitals - website at: <http://www.son.wisc.edu/ce/programs/Terrific%20Tuesdays%20gen%20info.htm>
- 17) Wisconsin Association of Independent Colleges and Universities - website at: <http://www.waicuweb.org/>



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18) Wisconsin Technical College System - web site: <http://www.witechcolleges.com/>

**Health Care Industry**

19) Wisconsin Area Health Care Education Centers - website at:

<http://www.wihealthcareers.org/index.cfm>

20) Wisconsin Hospital Association (WHA) Hospital Workforce Shortage Report - website at: [http://www.wha.org/workforce/pdf/2004workforce\\_report.pdf](http://www.wha.org/workforce/pdf/2004workforce_report.pdf) If interested in serving on the new Council on Workforce Development - contact Judy Warmuth, VP Workforce Development at 608/274-1820.

21) Wisconsin Nurses Association, *Nurses Caring for Nurses*, Center for Wisconsin Nurses-Workplace Advocacy - website at : <http://www.wisconsinnurses.org/content.asp?id=110>